



*The County Of
Sonoma
Is Seeking A
Progressive Leader
To Serve As
Director Of
Health Services*

THE REGION



Famed horticulturist Luther Burbank said of the Sonoma County region: “I firmly believe, from what I have seen, that this is the chosen spot of all this earth as far as Nature is concerned.” Located about one hour’s drive north of San Francisco, Sonoma County combines the dramatic beauty of the rugged Pacific coastline, with majestic old growth redwoods, the winding Russian River, abundant vineyards, rolling hills

and a mild climate year-round. The original home of northern California wine production, Sonoma County remains one of the largest producers of quality wine in the country. Aside from its award winning wineries, the County offers countless other attractions that make it a prime vacation and getaway destination. The beauty of the area has attracted artists and craftsman colonies, rejuvenating spas, fine dining, and a wide variety of entertainment and cultural activities.

Sonoma County is the largest county in the North Bay, covering 1,604 square miles and is home to over 475,000 residents. Santa Rosa (pop. 155,000) is the county seat and center of government, commerce and medical facilities. The County features nine incorporated cities (Cloverdale, Cotati, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, Sonoma and Windsor), each maintaining a small-town feel despite ongoing growth.

The County’s economy has been largely based on agriculture and tourism, but light manufacturing, services, research and development, and high-technology industries are now major contributors. Four acute care hospitals, a trauma center and 19 specialty medical facilities offer excellent health care services. Local schools continually rank high on California’s Academic Performance Index. Santa Rosa Junior College and Sonoma State University offer higher education opportunities.

Recreational and entertainment choices are plentiful in Sonoma County. Cultural venues through a variety of festivals, celebrations, theatre shows and events are abundant. A broad spectrum of outdoor activities includes bicycling tours through vineyards, tennis, camping, beachcombing, historic walking tours, and golfing on one of the area’s many championship courses. All of these pursuits can be enjoyed while being surrounded by rolling hills, majestic trees, crashing waves and mountains of stunning beauty.

COUNTY GOVERNMENT

The County of Sonoma is governed by the five-member Sonoma County Board of Supervisors and is comprised of 28 departments that provide a full range of services to the community through its 4,000 employees. Sonoma County government has a history of providing excellent and responsive public service while operating under sound fiscal principles.

Sonoma County government enjoys stability in leadership. The five supervisors are elected from districts for four-year terms, and four of the five Board members are currently serving a second, third or fourth term. Additionally, the County boasts a strong group of department heads averaging ten years of service in their appointed positions. Department heads routinely team with middle management on successful initiatives such as the recently completed long-term workforce and succession plans in anticipation of “baby boomer” retirements.

Sonoma County prides itself as a paradigm of county leadership. The County considers itself fortunate to have had a history of able and collegial leaders, making for a highly effective county operation. Recently an executive development project was conducted surveying county department/agency heads to develop a profile of the Sonoma County Department Head. The key findings of this “Sonoma County Model of Leadership” survey are:

- *High level of education* – 96% of respondents possess an undergraduate degree; 48% possess a Master’s or Doctorate degree.
- *Extremely adept at creating vision and employing strategic thinking* – Respondents rank this as the most important leadership trait both personally and for future Department Heads.
- *Being a contributing member of a remarkably collaborative and supportive organization* – Numerous comments alluded to the strong and positive relationships among the Department Heads, the Board of Supervisors, the CAO and the community.
- *Being self-motivated* – A passion for accomplishing goals that go beyond money or status.
- *Being able to recognize and utilize various leadership styles*
- *Maintaining a healthy work/life balance*

Health Services Department Mission Statement

To encourage health-affirming values, behaviors and community environments, fostering optimum psychological and physical wellness for the people of Sonoma County.



HEALTH SERVICES DEPARTMENT

The Health Services Department consists of the following divisions and programs:

Public Health Division – provides a broad range of health services including: public health nursing; prenatal and children; clinical; epidemiology; laboratory; emergency medical; juvenile detention health; and bioterrorism preparedness and response.

Environmental Health Division – is responsible for food and recreational health programs, dairy inspections, waste and water quality programs, public health nuisance abatement programs, and response to public health emergencies.

Mental Health Division – provides a broad range of outpatient or extended care services and inpatient/crisis services to meet the community's mental health needs.

Alcohol and Other Drug Services Division – is responsible for the operation and oversight of treatment and recovery programs for persons with alcohol and other drug related problems.

Prevention and Planning Division – administers a wide variety of community based primary prevention and health education programs to reduce illnesses and injuries, promote good health, and contain healthcare costs. Current programs include tobacco, drug and alcohol, domestic violence, childhood lead poisoning, HIV/AIDS, chronic disease, and childhood injury prevention. The Division also provides management and administrative support to the Children and Families Commission.

Administration Division – provides centralized budget coordination, payroll and personnel, accounting, financial aspects of contract management, other program support services, and coordination of Medi-Cal Administrative Activities and Targeted Case Management programs.

County Medical Services Program – provides medical and dental services for the medically indigent and otherwise not eligible for treatment under Medi-Cal or Medicare.

The Department is assisted by the County's Mental Health Board in the planning and development of public mental health programs and services in the County. This 15 member group consists of consumers, family members, professionals and business people appointed by the Board of Supervisors.

The Director leads a Department staff of 600 FTE and manages a \$200 million FY04-05 budget. The Director's immediate staff includes: an Assistant Director, Health Officer/Public Health Division Director, Environmental Health Division Director, Mental Health Director, Alcohol and Drug Services Division Director, Prevention and

Planning Division Director, Administration Division Director, and the Compliance and Privacy Officer. Pursuant to State law, the Health Officer is appointed by the Board of Supervisors.

THE POSITION

Appointed by the County's Board of Supervisors, and reporting through the County Administrative Officer, the Director is responsible for the management and coordination of the County's system of health regulations, services and programs.

The Director provides a critically important service to the Board of Supervisors and is looked upon for leadership in the development and implementation of innovative solutions to all health related issues of concern to the community. Necessarily, this means the Director will work closely and collaboratively with County agency and department directors on related topics. The Director also leads efforts to seek funding necessary to support desired programs and services, and coordinates with Federal and State agencies on matters of health regulations and programs.

Similarly, the Director works closely and collaboratively with a broad spectrum of community health organizations, local governments, business leaders and citizens to address the community's health needs.

The incumbent Director, Mark Kostielney, is retiring after 16 successful years with the County.

CURRENT ISSUES AND PRIORITIES

Principal issues and priorities that will need to be addressed by the successful candidate include:

Fiscal Responsibility

Sonoma County government has a history of providing responsive service while operating according to sound fiscal principles. It is an ongoing challenge to continue the high quality service that provides for the health and safety of the public and county staff while facing continuing budget reductions.

Employee Relations

The implementation of budget changes in recent years has added a new challenge in maintaining positive labor relations with some employees. As with other County department heads, the Director needs to maintain an open and collaborative relationship with representatives of





Department employees that emphasize mutual understanding, cooperation and innovative problem solving.

For more information about Sonoma County, visit its website at www.sonoma-county.org.

THE IDEAL CANDIDATE

The ideal Director of Health Services candidate is an experienced, innovative health services

executive or top-level assistant with an extensive background in public/environmental/mental health, alcohol and drug programs, hospital administration or health care administration; has strong negotiation and staff management skills and possesses a significant understanding of the fiscal aspects of health services. This enthusiastic and collaborative leader will bring excellent communication, creative problem solving and interpersonal skills as well as a broad vision for the future of public sector health services. California experience is preferred.

Specific qualifications are as follows:

Experience

A minimum of five years of increasingly responsible experience managing a comparably sized health services organization or large division is expected. Experience in the public sector is highly desirable. The Director must maintain a valid California driver's license and insurability.

Education

A Bachelor's degree in health care/hospital/public/business administration, or closely related field is expected. A Master's degree in a similar field is desirable.

Competencies and Personal Characteristics

In addition to the above, the ideal candidate will possess the following additional characteristics, competencies and style:

- High level of integrity; a strong sense of ethics both personally and professionally
- A team player
- Strong consensus and team building skills
- An effective listener
- An effective and persuasive communicator
- Able to serve impressively as a county spokesperson
- Decisive once input has been received and viewpoints are known and understood
- A quick study; picks up on new issues quickly and brings them into proper perspective
- A sense of humor
- Avoids micro-managing
- Enjoys community involvement
- Politically astute without being political

COMPENSATION & BENEFITS

The salary for the Director of Health Services will be up to **\$157,908** depending on the qualifications of the successful candidate. The County also offers an attractive benefit package, elements of which include:

- **Retirement Plan** – County Retirement Act of 1937 partially integrated with Social Security 3% at 60 program
- **Deferred Compensation** – County contributes 5% of salary to 401(a) account. Employees may also contribute to a 457 plan
- **Health Plan** – County currently pays 85% of premium for employee and family
- **Dental Plan** – Coverage for employee and family
- **Family Vision Care, Disability Insurance, Life Insurance** – County pays for full costs of premium
- **Vacation** – 15 to 24 days depending on length of service
- **Holidays** – 11 days per year plus 17 floating holiday hours
- **Sick Leave** – 12 days annually with unlimited accrual
- **Vehicle Allowance** – \$466 per month

APPLICATION AND SELECTION PROCESS

To be considered for this challenging and rewarding career opportunity, please submit your resume (reflecting years and months of positions held), the names of three work-related references, and current salary by **Monday, September 20, 2004** to:



CPS EXECUTIVE SEARCH

241 Lathrop Way

Sacramento, CA 95815

916 / 263-1401

Fax: 916 / 561-7205

Email: resumes@cps.ca.gov

CPS web site: www.cps.ca.gov/search

For additional information about this recruitment please contact Kris Kristensen.

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will participate in a preliminary screening interview with the consultant(s) in late September. In consultation with the consultants, County officials will select a small number of finalists for interviews scheduled for November 4-5, 2004. An offer of appointment is expected later in November, following reference and background checks coordinated with the successful candidate, and a final interview.